

NEWS Letter

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The 10th JAFE Seminar

On February 8, 2018, the Honourable Yuriko Koike, Governor of Tokyo, whose talk regrettably but understandably, had had to be postponed from last year owing to her incredibly busy schedule, came to give a talk on the topic of “The Future of Tokyo”. Participants listened with great interest to this long-awaited talk, and later, the Governor was kind enough to personally go around to each table and take photos with all of the JAFE members, and to speak to all of the participants.



Summary of the speech given by the Honourable Yuriko Koike, Governor of Tokyo

I believe that one needs three kinds of eyes to make a good decision. One is a bird's eye to have a broad, soaring view. Another is an insect's eye, a microscopic eye, so as not to overlook the smallest of things. And the third is a fish's eye with a consciousness of the flow of time much like a fish sonar is able to predict the movement of a shoal of fish.

When viewing the future of Tokyo using these three kinds of eyes, the population decline has already begun in Japan, and the annual number of births was less than 1 million in 2016. Even with a rapidly ageing society, the speed of social reform in Japan is very slow. Truth be told, we are not seeing any form of progress at all. Even if we look at the Global Gender Gap Index published by the World Economic Forum, Japan ranked 80th in 2006, and then fell to 111th place in 2016.

Despite this, the proportion of women in managerial positions in the Tokyo Metropolitan Government will soon



reach as much as 20%, which is four times that of the national average and approximately twice that of other prefectures. In fact, I too appointed a woman as deputy governor. If we increase the number of female directors-general or women in managerial posts, we will be able to eliminate the gender disparity. I believe that the Tokyo Metropolitan Government will be able to serve as a model case for female empowerment.

Moreover, what will be important in the future, is internationalism and competitiveness. I believe that the power possessed by each individual will be the key to the sustainable growth of Tokyo, and therefore, I plan to develop policies that focus on “people”. Seamless support from marriage to childbirth to child-raising, and policies to promote women's empowerment not for a “WORK-life balance” but a “LIFE-work balance”. The budget directed at measures to solve the problem of children being waitlisted for nursery care was increased by a substantial 19.5 billion yen to 157.6 billion yen through the slashing of wasteful budgets. Also, for the first time ever, citizens of Tokyo and Tokyo government staff were invited to vote on 255 projects out of which 9 projects were chosen to be reflected in the budget. We will



also be focusing on the promotion of sports, culture and education aiming for the success of the Tokyo 2020 Olympic and Paralympic Games.

What I value in policymaking is the mind, skills and structure. The “mind” equals spirit, “skills” equals technology, and “structure” equals the system. Based on these three, together with the bird's eye, insect's eye, and fish's eye, my intention is to aim for a hopeful and vigorous Tokyo where everyone can live with a sense of stability; a sustainable Tokyo that continually generates growth; and a Tokyo which dazzles in the world as a growth engine for Japan.

Everyone needs courage to take a path which differs from others, but it is my hope that everyone will feel confident in pursuing their aspirations.



Report 1

Associate Kick-off Seminar

The JAFE Associate Kick-off Seminar that was postponed in January due to heavy snow was held on April 16, 2018 in the conference room of the Poppins Headquarters.

The associate membership system was launched for the purpose of developing the next generation. On the day of the seminar, the keynote speech was given by Ms. Kimie Iwata, Chair of the Japan Institute for Women's Empowerment & Diversity Management, followed by a panel discussion with JAFE participants, a Q&A session, and in addition, a session where the associate members, Ms. Iwata, and the panelists had time to exchange opinions freely at each table.



Associate Kick-off Seminar



The Japanese government has positioned "women's empowerment" at the core of its growth strategy. This is because diverse workplaces are the foundation to produce new ideas. However, the reality is that women's growth is being hindered by the misguided thinking that women should not be made to shoulder difficult work. It is also important to steadily train young women, to have them experience the excitement of work, and to show them women who serve as role models.

During pregnancy and childcare in particular, it is important to implement an "exact match" arrangement where the workload is adjusted without there being a drop in quality. For example, if you assign a sales rep to admin work after their return from childcare leave, you will not be training that person to be a good sales rep. Adjustments should be made to the workload with due consideration being given to the business goals.

People are given the opportunity to take on more responsibility because they are seen to be capable. Difficult tasks and transfers are opportunities for growth. Have confidence and believe that failures are the seeds for future growth.

The role of people in managerial posts is to reach the business goals and to develop human resources. Whether or not the goals can be reached depends on the strength of the organization. The strength of the organization is composed of "Employee Capability" x "Motivation" x "Teamwork". Since there is no set management formula, learn from female leaders, including those from other companies.

I myself was inspired by "The Alchemist" (by Paulo Coelho). I aim for leadership that shows a vision or goals, where I work harder than anyone else spearheading the efforts towards achieving this vision or goals, and where likeminded people follow.

Recruiting Associate Members!

JAFE organizes seminars inviting influential lecturers from diverse fields with the aim of nurturing female managers and furthering their self-development. So as to be able to develop the next generation, we have created an associate system where we recruit and help further the development of our members.

JAFE Associate Membership

Purpose To provide a place for the development of young women who will become future executives, and where women who aim to become regular JAFE members will be able to network.

Qualifications Applicants who are section manager or above (persons aiming to become regular members), and have been recommended by a regular member.

Capacity 100persons

Annual fee 10,000 yen

Terms and conditions Equivalent to those for regular members

Details of activities Eligible to participate in 2-way seminars held for associates three times a year

Lecturers Regular members who are able to talk about familiar themes and those who serve as role models

Bonus Eligible to participate in one of the JAFE seminars held three times a year (participation fee: 6,000 yen)

Method of applying Associate member recruitment page of the JAFE website
http://www.jafe.jp/seminar/associate_info.html

Inquiries JAFE Secretariat jafe@jafe.jp



Report 2

Panel Discussion & Table Talks

In the latter half of the seminar, talks were given by our JAFE members Ms. Akemi Ishiwata, Senior Vice President of Global Corporate Communications and Executive Officer at Kao Corporation, Ms. Naomi Ogata, Executive Officer of Yamato Holdings Co., Ltd and President of Yamato Financial Co., Ltd., and Ms. Mitsue Kurihara, Audit & Supervisory Board Member of the Development Bank of Japan, and there was also a panel discussion covering diverse topics.

"Once you are in a managerial post, you have access to information that you never had before. If you are ever asked about moving to a managerial post, I hope you answer, 'I will do my best'" (Ms. Ishiwata); "Becoming a section head is simply an extension of your work, but the position of department

head is weighty because the only person behind you is the president of the company. I hope you have the opportunity to experience being a department head" (Ms. Ogata); "It is important for the department head to show information coming from outside the company that indicate the public has high expectations of this department head and is watching with great interest, as well as to motivate the sales staff" (Ms. Kurihara). Deeper interactions took place through table talks where panelists talked with the participants.

